

Implementation of Online Labor Market Information System Innovation (Sipaja-Online) on Community Satisfaction Index at the Manpower and Transmigration Office of Banjar District

Lily Agustriana^{1*}, Udiansyah¹, Muhammad Anshar Nur¹, Andi Tenri Somp¹ and Ahmad Yunani¹

¹Master of Development Administration, Lambung Mangkurat University Banjarmasin

DOI: [10.36348/sjef.2022.v06i02.005](https://doi.org/10.36348/sjef.2022.v06i02.005)

| Received: 02.12.2021 | Accepted: 04.01.2022 | Published: 16.02.2022

*Corresponding author: Lily Agustriana

Master of Development Administration, Lambung Mangkurat University Banjarmasin

Abstract

LILY AGUSTRIANA (1720422320005), 2021 "Implementation of Online Job Market Information System Innovation (Sipaja-Online) on the Community Satisfaction Index at the Manpower and Transmigration Office of Banjar Regency". Under the guidance of Prof. Udiansyah and Muhammad Anshar Nur. The online Job Market Information System (SIPAJA) service innovation is the creation of an online-based Job Seeker Card (AK1) and e-register, an inclusive excellent service system by facilitating and providing online Job Seeker Card (AK1) services. Job seekers can make Job Seeker Cards (AK1) wherever they are, in addition to services in the form of Job Market Information, Placement by company (report) and Notifications/whatsapp for reporting the status of job seekers who are already working. Broadly speaking 4 (four) types of services The services provided include online-based Job Seeker Card Services, Job Market Information Services which are directly administrated by the company, Placements by Companies (report) and Notifications/whatsapp for reporting on the status of job seekers who are already working (Report Placements). The research method used is a qualitative research approach and descriptive type. The research informants in this study were the head of the expansion of job opportunity development, placement and transmigration, as well as the head of labor protection, and the Sipaja Online management staff at the Manpower and Transmigration Service. The data collection techniques are observation, interviews and documentation taking into account the assessment of the Community Satisfaction Index in October 2021. The focus of the research uses George C. Edward III's theory of policy implementation. Data analysis used is data reduction, data presentation and verification. The results of the study show that there are 4 factors in the implementation of public policies, namely communication factors, resources, disposition (executive attitudes), and bureaucratic structure factors. All of these factors have been successfully implemented in the field, such as the disposition factor, namely the indicators for appointing bureaucrats and indicators for incentives, which have been successfully implemented. However, the communication factor is still not implemented optimally in the field because in the three indicators contained in the communication factor only the consistency indicator has been implemented optimally. Meanwhile, the other two indicators, namely the transmission and clarity indicators, have not been implemented optimally. Due to the lack of socialization given to the public regarding Sipaja Online and the Job Market.

Keywords: Development Implementation, Online Sipaja Innovation, IKM, Job Market.

Copyright © 2022 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution **4.0 International License (CC BY-NC 4.0)** which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

The online Job Market Information System (SIPAJA) service innovation is the creation of an online-based Job Seeker Card (AK1) and e-register, an inclusive excellent service system by facilitating and providing online Job Seeker Card (AK1) services. Job seekers can make Job Seeker Cards (AK1) wherever they are, in addition to services in the form of Job

Market Information, Placement by the company (report) and Notifications/whatsapp for reporting the status of job seekers who are already working.

Broadly speaking, the 4 (four) types of services provided are the online-based Job Seeker Card Service, Job Market Information Services which are directly administrated by the company, Placement by the Company (report) and Notifications/whatsapp for

reporting the status of job seekers who are already working (Report Placements). Since the enactment of the Minister of Home Affairs Regulation Number 4 of 2010 on January 15, 2010, the Directorate General of Public Administration has been assigned the task of facilitating the regions in implementing Integrated District Administration Services no later than 5 (five) years since the stipulation of this Ministerial Regulation.

One of the services is the Job Seeker Card Service (AK1) at the Manpower and Transmigration Office of Banjar Regency through Ayokitakerja.kemnaker.go.id but it often experiences problems, slow loading and currently the application system is deleted and done manually. Analysis of the Projected Open Unemployment Rate in Banjar Regency in 2020 in the midst of the COVID-19 pandemic which has not yet ended is 4.83%. In 2019, the Banjar Regency Workforce was 309,609 with an open unemployment rate of 3.01%, the projected labor force in 2020 was 314,886 people added to the data on employees who were laid off / laid off 655 people to 315,541 people.

The number of unemployed after covid 19 increased to 15,252 people with details of the number of unemployed in 2019 of 9,320 people, after covid increased 5,932 people. From the data, it can be seen that the Working Age Population in Banjar Regency continues to increase and the Labor Force in 2020 is predicted to be 315,541 people and open unemployment to 15,252 people. Of course this requires program and activity innovation to reduce the number of unemployed. Currently the Banjar Regency Manpower and Transmigration Office has a website/application that connects job seekers with job providers. So that job seekers can get jobs in an integrated, integrated, valid and accountable way. One of them is job search and information about agency profiles through social media and websites.

Banjar Regency is one of the areas that is quite developed, the population's awareness of the importance of education is relatively higher than the surrounding area. However, it is necessary to review the handling that has been applied so far in preparing high school/vocational graduates who are ready to use, innovative and creative because the highest peak of unemployment is in the high school education group or fresh graduate graduates. If you look closely, the unemployed in South Kalimantan, especially in Banjar Regency and its surroundings, with a diploma and above are far less than those with junior and senior high school education levels. This condition further strengthens the analysis that the recent job fair is more inclined towards workers with higher education and more promising quality of work.

Based on the policy of the Manpower and Transmigration Office (Disnakertrans) of Banjar Regency, the success of the program can be examined through an analysis. For this reason, researchers are interested in conducting research related to the title "Analysis of Evaluation of Online Job Market Information System Innovation (Sipaja-Online) on the Community Satisfaction Index at the Manpower and Transmigration Office of Banjar Regency".

This research are To describe and analyze the evaluation of the online job market information system innovation (Sipaja-Online) and to find out how the community satisfaction index is related to the online job market information system innovation (Sipaja-online) at the Banjar Regency Manpower and Transmigration Office. It also to analyze the problems that exist during the application of SIPAJA-Online as well as the supporting and inhibiting factors for evaluating the Online Job Market Information System (Sipaja-Online) policy at the Manpower and Transmigration Office of Banjar Regency with a fishbone diagram. And to analyze the policies carried out by the Manpower and Transmigration Office of Banjar Regency to increase the Innovation of the Online Job Market Information System (Sipaja-Online) for job seekers by using Policy theory.

It is hoped that the government can serve as input and material for comparison, evaluating the performance of the apparatus and implementing policies. For other parties, it is useful to know and provide an understanding of the implementation of an integrated administrative service program and Evaluation in the Online Job Market Information System Innovation (Sipaja-Online) at the Manpower and Transmigration Office of Banjar Regency.

LITERATURE REVIEW

Policy Formulation, Implementation and Evaluation

Jones, 1991 (Nawawi, 2009:107) formulation is a derivative of a formula that functions to develop plans, prescription methods that are useful for alleviating a need for action that exists on a problem and is a beginning of policy.

Grindle, 1980 (Pasalong, 2017:68) says implementation is often seen as a process that contains political content in which they have an interest in trying to influence it.

According to Subarsono, 2015:119, evaluation is an activity that is useful for assessing the level of performance of a policy. Evaluation can only be done if a policy has been running for a long time. But there is no set time limit when a policy should be evaluated.

Evaluation of Policy Implementation

Turner and Hulme, 1977, stated that policy is a process that includes the process of policy making and policy implementation (Yeremias T. Keban, 2004: 56).

In general, the term evaluation according to William N. Dunn (2003: 132) is a policy analysis procedure used to generate information about the value or benefits of a series of actions in the past and or in the future. The term evaluation can be equated with interpretation (apprecial), rating (rating), and assessment (assessment). In addition, policy evaluation has four functions, namely explanation, compliance, auditing and accounting.

Supporting Factors for Development Implementation

The factors that can support the development implementation program are as follows:

- a. Communication is a program that can be implemented properly if it is clear to the implementers.
- b. Resources (Resources) in this case include four components, namely the fulfillment of the number of staff and quality
- c. Disposition, attitude and commitment of the implementation of the program.
- d. Bureaucratic structure, namely SOP (Standard Operating Procedures), which regulates the flow of program implementation.

Sipaja-Online Innovation

The Ministry of Manpower and Transmigration provides two online tools to support job search and job placement, all free of charge. The first is known as the "Job Market Info" site, provided by the Directorate General of Manpower Placement (BINAPENTA). This "Job Market Info" site provides a registration page for every job seeker and employer, as well as an interactive list of available job opportunities.

The Online Job Search System (SIPAJA-Online) is one of the ideas put forward by the Ministry of Manpower and Transmigration. One that has adapted this policy is the Manpower and Transmigration Office in Banjar Regency, South Kalimantan. This begins with problems related to data on the labor market information system, which is an important source of information related to education and skills planning, development plans, and workforce planning.

Fishbone Analysis

This study uses the Fishbone method, followed by the 5W-1H method to analyze, followed by the Plan Do Check Act (PDCA) method to make improvements. Fishbone diagram is often also called Cause-and-Effect diagram or Ishikawa which was introduced by Dr. Kaoru Ishikawa from Japan, as one of the seven basic quality tools. Fishbone diagrams are used when you want to identify possible causes of problems and

especially when a team tends to fall into thinking routines (Tague, 2005: 247).

The advantage of Fishbone is that it can describe the problem that occurs and the people involved in it can contribute suggestions that might be the cause of the problem. The drawback is that it is opinion based on tools and designed to limit the ability of the team/users visually in describing problems using the deep "level why" method, except when the paper used is large to suit the needs.

Theoretical Review

Policy Implementation Theory

In the opinion of George C. Edward III, 1980 (Subarsono, 2015: 90) there are four variables that can affect the implementation of policy implementation, namely communication, resources, disposition and bureaucratic structure.

George C. Edward III's Implementation Model

a. Communication

Communication is a human activity to convey what are his thoughts and feelings, experiences to others. Indicators of communication factors:

- 1) Transmission. Distribution of good communication will be able to produce a good implementation as well.
- 2) Clarity. Communication received by policy implementers (street-level-bureaucrats) must be clear and confusing or unambiguous.
- 3) Consistency. The orders given in the implementation of the communication must be consistent and clear to be determined or executed

b. Resource

However, it takes clarity and consistency in implementing policies from policy implementers. If the personnel implementing the policy are less responsible and lack the resources to do their job effectively, then the policy implementation will not be effective. Indicators of resource factors, namely:

- 1) Staff. One of the failures in implementing policies is caused by inadequate, insufficient, or incompetent staff in their respective fields.
- 2) Information. Information has two forms, namely information related to how to implement policies and information regarding compliance data from implementers to government rules and regulations that have been determined.
- 3) Authority. In general, authority must be formal in order for orders to be carried out effectively.
- 4) Facilities. Physical facilities are an important factor, without supporting facilities (facilities and infrastructure) the implementation of the policy will not succeed.

a. Disposition (Attitude)

Disposition is defined as the attitude of the implementers to implement the policy. Indicators of the disposition factor (attitude) consist of:

- 1) Appointment of bureaucracy. The appointment and selection of policy implementing personnel must be people who are dedicated to the policies that have been set.
- 2) Incentives are one of the suggested techniques to overcome the attitude problem of policy implementers by manipulating incentives.

b. Bureaucratic structure

Policy implementation may still be ineffective, due to the inefficiency of the bureaucratic structure. According to Edward III, there are two characteristics in the bureaucratic structure, namely the first Standard Operating Procedure (SOP) is a routine activity that allows employees or policy implementers to carry out their activities every day in accordance with predetermined standards. Second, Fragmentation is an effort to spread responsibility for activities and employee activities among several units.

Ishikawa Diagram Policy Theory

An Ishikawa diagram (fishbone diagram or cause-and-effect matrix) is a diagram that shows the causes of a specific event. The most common use of Ishikawa diagrams is to prevent defects and improve product quality. Ishikawa diagrams can help identify factors that are significant and have an effect on an event. The parts of the Fishbone Diagram are the fish head and the fish bones (people, methods, materials, machines, measurements and the environment).

Policy Implementation

Hinggis, 1985 in (Palong, 2017: 67) says that what is meant by implementation is a summary of various activities in which human resources use other resources to achieve strategic goals.

According to Van Meter and Van Horn (1975) in Agustino's book (2012:139) defines policy implementation as: "Actions carried out either by individuals or officials or government or private groups directed at achieving goals the goals outlined in the policy decision.

Participation in Implementation

According to Adisasmita (2013:78) community participation is the participation of community members in development activities, such as activities in planning and implementing (implementation) development programs/projects that are being implemented in the community.

Kotler 1972 put forward 5 conditions of participation that are often seen in the community during social action, namely goals (cause), Change agency, Change targets (suggestions to be changed),

Channels (channels) and Change strategy (change strategy).

Implementation Evaluation Implementation

Policy evaluation is carried out to determine 4 aspects, namely, the policy making process, the policy implementation process, the consequences of the policy and the effectiveness of the policy impact (Wibowo, 1996: 9).

According to Lester and Steward, policy evaluation can be divided into:

- a. The first task is to determine what consequences a policy will bring.
- b. The second task is to assess the success or failure of a policy based on predetermined standards or criteria.

Community Satisfaction Index (IKM)

Customer Satisfaction According to Nasution M. N. (2001: 45) is a condition in which the needs, desires and expectations of customers can be met through the products consumed. The Community Satisfaction Index according to KEPMENPAN NO KEP/25/M.PAN/2/2004 is data and information about the level of community satisfaction obtained from the results of quantitative and descriptive qualitative measurements of public opinion in obtaining services from public service providers by comparing expectations and his needs. The steps for the preparation of the Community Satisfaction Index are:

- 1) Preparation, for at least 6 working days;
- 2) Implementation of data collection, for at least 6 working days;
- 3) Index data processing, for at least 6 working days;
- 4) Preparation and reporting of results, for at least 6 working days

RESEARCH METHODS

This study uses a qualitative descriptive research approach. While the type of research used in this research is descriptive research type. The focus in this research is on the aspect of Evaluation of Online Job Market Information System Innovation (Sipaja-Online) at the Manpower and Transmigration Office in Banjar Regency which focuses on using Edward III's theory of policy implementation. The research instrument used in this qualitative descriptive study is the researcher himself. The location of this research was carried out in South Kalimantan, precisely at the Manpower and Transmigration Service which is located in the Banjar Regency government. Furthermore, for data collection techniques used in this study, namely observation (observation), interviews and documentation.

This researcher uses data collection techniques as research operations through a Community Satisfaction Index questionnaire. The data analysis technique used in this research is population and

sample. The population in this study is all people who are customers at the Banjar Regency Manpower and Transmigration Office. The sampling technique used in this study is a non-probability sampling technique with the type of accidental sampling. In accordance with KEPMPAN Number 25 of 2004, the research sample was set at 150 respondents according to the minimum number of respondents in the preparation of the community satisfaction index which was chosen accidentally, on the basis of ((number of elements + 1). In this study, the type of validity of the data selected was by using data credibility test, while the data triangulation used in this study used source triangulation and technique triangulation.

GENERAL DESCRIPTION

The head of the UPTD of the Job Training Center has the main task of leading, coordinating and controlling the UPTD. The functions of this Job Training Center UPTD are:

- a. Planning work programs in the field of Job Training Courses.
- b. Division of tasks to subordinates according to management principles.
- c. Implementation of job training course task evaluation.
- d. Implementation of cooperation with non-government institutions based on applicable regulations.
- e. Preparation of activity reports in the field of work

The Sipaja application is intended to provide a brief overview of the state of the job market and provide information for Government Agencies, businesses and job seekers. The purpose of Sipaja Online is to identify employment problems faced from time to time and identify the elements and steps encountered in the context of placement and expansion of employment opportunities. From the 2021 recapitulation, it can be implemented by the Banjar Regency Manpower and Transmigration Office which is quite effective but needs to be increased because the number of job seekers who register and be accepted is still fluctuating and the peak in June 2021 a total of 133 registered job seekers and October as many as 57 workers who were accepted for work.

There were 1721 job seekers who had not been placed until the end of October 2021, 1145 men (66.53%) and 576 women (33.47%). Last month there were 1725 job seekers, the number of job seekers removed this month is 58 people, so that job seekers who have not been placed have increased by 54 people or 3.13%.

RESULT AND DISCUSSION

Sipaja Online Unemployment Services and job seekers

The total workforce in Banjar Regency in 2018 was 72,108 people. This data shows that approximately 43.36% of the population of Banjar Regency is a productive age population. Meanwhile, job seekers for 2019 were 12,297 people or 7.39% of the total population and 17.05% of the workforce. The total population of unproductive age is 44,392 people and the number of job seekers is 12,297 people and 49,227 people are not in the labor force, a total of 106,486 people, while those who work are 59,811 people. So, the number of dependents is the ratio of 1 worker carrying 2 people.

One of the efforts to improve the quality of public services as mandated in the Law of the Republic of Indonesia Number 25 of 2000 concerning the National Development Program (PROPENAS), it is necessary to develop a Community Satisfaction Survey (SKM) as a benchmark for assessing service quality. And the results of the research obtained 48 important elements covering various service sectors which varied greatly and finally the results of the academic/scientific test obtained 9 elements that could be applied to all types of services. However, it is possible for each service unit to add elements that are considered relevant to the characteristics of their respective workplaces but of course still with a scoring standard that is adjusted to the addition or subtraction of 9 elements.

Community Satisfaction Index

The Community Satisfaction Index in the Sipaja Online application published by the Banjar Regency Manpower and Transmigration Office is with the help of computer processing:

- a. Manual processing is carried out by means of filling in the questionnaire data for each respondent into a form starting from element 1 (U1) to element 14 (U14). The next step is to get the average value per service element and the index value of the service unit.
- b. The average value per service element in order to obtain a weighted average value per service element, the total average value per service element is multiplied by 0.071 as the weighted average value.
- c. Service index value. In order to get the service unit index value, by adding up the 9 elements of the weighted average value.

1. Index Compilation Report

The final result of the activity of compiling the community satisfaction index from each service unit of government agencies is compiled with the main material index per service element and priorities for improving service quality. A study of data containing the level of community satisfaction with the services provided by the Manpower and Transmigration Office

of Banjar Regency received a Job Seeker Card (AK1) service to the community which was carried out until the Community Satisfaction Survey (SKM) was known, service attributes considered important by the community and suggestions community for Service Improvement.

The number of communities that can be surveyed is 150 people consisting of:

a. Respondent data by gender

Gender	Respondent
Man	49
Woman	101
Total	150

b. Respondent data by age

Usia	Respondent
< 25 Years	108
25-35 Years	39
36-45 Years	3
> 45 Years	0
Total	150

c. Respondent data by education

Education	Respondent
Didn't finish school	0
SD and below	0
SLTP (SMP/MTS)	2
SLTA (SMA/SMK/MA)	81
Diploma	22
S1 (Bachelor)	42
S2 (postgraduate)	3
Not known	0
Total	150

d. Respondent data by work

Work	Respondent
PNS/TNI/Polri	0
Private employees	40
Entrepreneur/entrepreneur	3
Student/Student	0
Other	107
Total	150

2. Measurement Results

The number of respondents surveyed as many as 150 people, came directly to visit and use the Sipaja Online site at the Manpower and Transmigration Office of Banjar Regency and were willing to answer the questionnaire. Most of them feel good about getting the service, but they hope that the performance of the Manpower and Transmigration Office will be further improved. The Achievement Value of the Community Satisfaction Survey from July to September 2021 averaged 85.87, thus the value of the Community

Satisfaction Index for services at the Manpower and Transmigration Office of Banjar Regency was at interval A which means Very Good.

3. Recommendations from IKM Results

Based on the data in compiling the Community Satisfaction Index, it can be seen the percentage of community satisfaction with the service performance of the Manpower and Transmigration Office of Banjar Regency. The types of services measured are as follows:

Table-5.1: Results of IKM Sipaja Online DISNAKERTRANS Banjar Regency 2021

Num	Service Element	Service Element Value
1	Terms of Service	3,27
2	Service Procedure	3,37
3	Service Time	3,25
4	Fee/tariff	3,84
5	Product Specification Service Type	3,25
6	Implementing Competencies	3,37
7	Execution behavior	3,43
8	Service Notice	3,29
9	Handling Complaints, suggestions and input	3,83

Labor Market Conditions at the Banjar Regency Manpower and Transmigration Office

The situation of job seekers who have not been placed can be described as follows:

- Provide an overview of the amount of labor supply that is broken down into groups of Age, Education Level and Main Position Groups.
- Provide an overview of the number of job vacancies identified according to the requirements of age group, education level, main position group and business sector.

Until the end of October 2021 there were 1721 job seekers who were registered and had not been placed at 0.29% of the total population of Banjar Regency of 596,001 people, this was due to:

- Limited vacancies for workers from the business world/BUMN/BUMD and Government Agencies.
- There are job vacancies in BUMN/BUMD and government agencies have not been reported.
- The minimum level of skills possessed by job seekers.
- The low motivation of job seekers to try to be independent.
- Lack of mental readiness of job seekers to work.

Performance achievements of sub-activities

Services and Provision of Online Job Market Information, this sub-activity performance achievement is 55%. This still does not meet the target figure in the second quarter. Another obstacle is the reluctance of job seekers to register with the Manpower Office. Residents of Banjar Regency, especially in the village, some are farmers and in the city there are those who are self-employed, so there is no need for a job seeker card. The Manpower Office continues to seek socialization to the public, especially job seekers, to register themselves with the Manpower Office (making job seeker cards).

Implementation of Sipaja-Online in Banjar Regency

COMMUNICATION

a. Transmission

The results of the research on transmission indicators show that the implementers of the Online Job Market Information System Innovation (Sipaja-Online)

policy on the Community Satisfaction Index at the Manpower and Transmigration Office of Banjar Regency already know about Sipaja Online. As stated by the Head of the Banjar Regency, that with the existence of Sipaja Online, the community will find it easier and closer to find work. The Sipaja Online management staff said the same thing. However, he said, it was a shame that the public's interest in the project was still lacking. Usually the people who take care of this Job Market only if there is a need. However, unlike the opinion of the public, no one has ever received any socialization regarding Sipaja Online, especially the Job Market. As said by Faisal, who knew Sipaja Online when he saw a large billboard in front of the sub-district.

From the results of field observations, although Banjar Regency already has a comprehensive control mechanism and quite intensive socialization from the District to the Village and Kelurahan to the community in the Banjar Regency Disnaker District, this has not been running as it should. For example, KPTSP as the party that carries out technical supervision is still pick-up and only relies on reports on the implementation of Sipaja Online from the District.

b. Clarity

When a policy is made, it must be communicated between all policy implementers and the community. In the implementation of the integrated sub-district administrative service program (Sipaja Online) in the Job Market sector in the Banjar District, the Manpower and Transmigration Office there are two legal bases that regulate it, namely the Banjar Regency Regional Regulation Number 4 of 2011 concerning Certain Licensing Retribution and Banjar Regency Regent's Regulation Number 55 of 2013 concerning Delegation of Regent's Authority to Camat.

However, in the implementation of the sub-district integrated administration service program policy (Sipaja Online) in the field of Job Markets in the Banjar District, the Manpower and Transmigration Office can be said to be still not running optimally. Because there are still policy implementers, especially Sipaja Online staff who do not know the legal basis for implementing the policy. The staff only knows the basis for the

delegation of authority regarding Sipaja Online only. The reason is because there is no socialization from other policy implementing agencies. The community also said the same. None of them know the legal basis for implementing Sipaja Online, especially in the field of the Job Market, they are only looking for work.

c. Consistency

The results showed that the consistency indicator of the District Integrated Administrative Service Program (Sipaja Online) in the Job Market sector in the Banjar District of the Manpower and Transmigration Office had been fully implemented. All policy implementers who carry out Sipaja Online have carried out their duties consistently and are in accordance with the legal basis for the delegation of authority from the Regent to the Camat.

In addition, according to the Sipaja Online community, the Banjar Regency Disnakertrans district received the same treatment and according to the Online Sipaja Service Standard poster in the Banjar Regency Disnakertrans sub-district. As stated by Faisal, the people who make the job market. The job market search process is about 1 month long because he has to go back and forth to complete the requirements. Meanwhile, according to other people, Herlin said that his staff had been consistent. The staff explained well the requirements for making it and how long it would take to make it if the requirements were complete.

Resource

a. Staff

The staff in the sub-district integrated administrative service program (Sipaja Online) especially in the Job Market in the Banjar District of the Manpower and Transmigration Office are sufficient. Based on the results of research, both the section heads, employees, staff and the community at Sipaja Online said that the staff at Sipaja Online were adequate and competent in their respective fields. As the Herlin community said, there are quite a lot of staff at the counter and carry out their respective duties. Faisal, the people who make the job market, the staff there are adequate and have their respective duties. At the information counter for providing information, there is staff for the computer department and for the job market.

Meanwhile, the Camat and staff also said the same thing. According to the sub-district head and staff in the Banjar District, the Manpower and Transmigration Office, there are 6 staff who handle the job market search, so that's enough. The staff is also very competent in their field because since the beginning of the establishment of Sipaja Online until now the staff has never changed. So it's pretty clear to know the task. But what needs to be improved is that there should be special training for Sipaja Online Staff

and there is direct socialization to the public about Sipaja Online, especially in the field of the Job Market because it will make it easier in terms of management and with the large number of people who make the Job Market in the District, PAD can increase in the District.

b. Information

Based on the results of the study, it was concluded that the information indicators had been successfully implemented. In implementing the sub-district integrated administrative service program (Sipaja Online) for the Job Market in the Banjar District, the Manpower and Transmigration Office all implementers of the policy already know how to carry out their duties. As the Camat said, the Camat has the task of supervising if there are people who take care of the Job Market so that there are no irregularities and give a hand.

However, according to one of the staff, the problem in the labor market is when signing files that require the signatures of the Camat, Secretary and Head of the Camat. Meanwhile, the Camat, Sekcam and Kabid are rarely present due to official business. So that it can slow down the completion of the file.

c. Authority

The authority to implement policies for the sub-district integrated administrative service program (Sipaja Online) in the field of Job Market in the Banjar District, Disnakertrans is guided by Law Number 25 of 2004 concerning the National Development Planning System and Law 32 of 2004 concerning Regional Government. Whereas in the administration of regional government, regional development plans are drawn up as an integral part of the national development planning system. Based on the research results of Sipaja Online implementers in the Banjar District, the Manpower and Transmigration Office and their staff have carried out their duties in accordance with the authority given. For example, in this case regarding the Sipaja Online management regulations. Every implementer of the Sipaja Online program must have various kinds of counters and this has been implemented.

As a process, policy implementation as described in this research literature review consists of several stages, namely Agenda Setting, Policy Formulation, Policy Implementation, Policy evaluation, Policy Change, and Policy Termination (Lester and Stewart, 2000:5-9). Based on this, the implementation of the Sipaja Online policy carried out by the Banjar Regency Government should naturally go through these stages, but from observations in the field, information was obtained that based on the timing of implementation, the implementation of the Sipaja Online policy is still in the third stage, namely policy implementation. . This is based on the fact that the policy was officially implemented on January 16, 2018 or has not yet reached 2 (one) year of implementation,

so it is still in the pre-implementation stage (Nugroho, 2011, pp. 660-664).

d. Facility

Based on the results of the study, it can be concluded that the facility indicators have been implemented optimally. Because the Banjar Regency Manpower and Transmigration Office in carrying out the Job Search administrative service program (Sipaja Online) in the Job Market sector already has complete facilities. This is not only expressed by policy implementers. But also the people who receive these services.

The very important thing in the implementation of Sipaja Online and a requirement for Sipaja Online in the District is to have various kinds of counters and customer service. Meanwhile, the Sipaja Online implementation at the Banjar Regency Manpower and Transmigration Office already has it. In addition, in the District of Banjar Regency, the Manpower and Transmigration Office also has a waiting room for people who are queuing to wait their turn in making the letters. Where the waiting room has comfortable chairs, the room is air conditioned; there is a TV, newspapers, suggestion boxes and drinking water for waiting people. So that it can be said that the Sipaja Online facility in the Banjar District of the Manpower and Transmigration Office is quite complete.

Implementing Disposition or Attitude

a. Bureaucracy Appointment

From the results of the study, it can be concluded that the implementation of the program's policies has been successfully implemented. Because all policy implementers or Sipaja Online staff in the Banjar District of the Manpower and Transmigration Office have carried out their duties with discipline and responsibility. Such as the staff at the counter are also disciplined and responsible in carrying out their duties. They have carried out their duties as directed.

b. Incentive

Based on the results of research in the implementation of the integrated sub-district administrative service program (Sipaja Online) in the Job Market sector in the Banjar District, the Manpower and Transmigration Office, according to the policy implementer, did receive incentives. The incentives are given in the form of funds or money given to Sipaja Online officers with a nominal value of 300,000 Sipaja Online officers/month. Where the incentive funds are obtained from honorarium funds which are paid quarterly or once every 3 months for Sipaja Online officers. So it can be said that the incentive indicators have been successfully implemented.

Bureaucratic Structure

a. Standard Operating Procedures (SOP)

Based on the results of the research, the implementation of Sipaja Online in the Banjar District of the Manpower and Transmigration Office already has Standard Operating Procedures (SOP) in carrying out their duties. Where Standard Operating Procedures (SOP) are used as reference material for the staff in carrying out their duties. As said by one of the staff, the Fina Standard Operating Procedures (SOP) has been implemented in carrying out this Job Market, for example, if the requirements are complete, the manufacture will immediately be processed.

Faisal, who wants to create a job market, also expressed the same thing. At that time it took 2 days to be able to complete the requirements in making a Job Market and had to go back and forth. After the file is complete, the Job Market is finished. So it can be said that it has been implemented successfully.

Based on the results of observations in the field, the responsiveness of the counter officers to the presence of community members, especially at the Banjar District office, was quite satisfactory. This was also conveyed by one of the informants who stated that the service mechanism from Sipaja Online, Banjar District, was clear, and had been regulated in such a way. People who come are not left confused and ask questions here and there, but the staff greets and asks what is needed. Then the information officer directs the community to the required counter. So the level of responsiveness of implementing employees in the field has been going well. At the sub-district level, based on the composition of the Sipaja Online Implementation Team, as the person in charge of Sipaja Online, the Secretary of the Service has the role of overseeing the implementation of Sipaja Online in his sub-district as well as providing guidance on the instructions of the section head or together with the section head. Supervision at the district level is technically carried out by the KPTSP, especially in terms of technical licensing because in the implementation of Sipaja Online, the sub-district functions as a node of the KPTSP. Functionally it is carried out by the General Administration of Regional Secretariat.

b. Fragmentation

Every community who wants to get Sipaja Online Services in the Banjar District of the Manpower and Transmigration Office of course must have the same rights and treatment or it can be said that no one is treated special. In this case, the services in the Banjar District of the Manpower and Transmigration Office are in accordance with the Standard Operating Procedures (SOPs) applicable to all communities. Whereas according to the Sipaja Online staff in the Banjar District of the Manpower and Transmigration Office, there were once people who took care of the Permit or

Non-Licensing Letters that took care of it through the Camat directly. Because I know the sub-district head. But the Camat still gave the file to the Sipaja Online Officer to check first. If something is missing, it must be completed first and if it is complete it will be processed immediately.

The same thing was also expressed by all people who make Permits and Non-Licenses, especially those who create Job Markets through this Online Sipaja. They think they are all the same. You have to queue first, then proceed to the available counters and check the files. In accordance with the results of interviews with the Head of the Regional Autonomy Subdivision of the General Administration of the Regional Secretariat of the Regional Secretariat. Banjar Regency, he stated that:

"In the implementation of control, we carry out monitoring to the sub-districts per quarter. After that, the sub-district also reports regularly every month and at the end of the year regarding the implementation of Sipaja Online in the district concerned. In addition, in the 2020 budget, we have built SISipaja Online as a basis for online monitoring and supervision of the implementation of Sipaja Online in sub-districts. With this Online SISipaja, every permit or recommendation issued in the sub-district will be registered on the server that we place in our office and in the KPTSP (Results of the interview with the head of the labor service section on December 20, 2020)".

DISCUSSION

1. Implementation of Sipaja-Online

The government has an important role to provide public services in accordance with what has been mandated in Law Number 25 of 2009 concerning public services (article 1) which states that "Public service is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen. and residents for goods, services and/or administrative services provided by public service providers. Some people who have dealt with bureaucracy always complain and are disappointed with the services provided. Therefore, the Banjar Regency government through the Department of Manpower and Transmigration facilitates and implements the Online Job Search System (Sipaja Online).

In terms of actual recording of public opinion, Hara (2006) suggests that the actual basis is a superior accounting method for economic resources in several organizations. However, this is not in accordance with the existing conditions in financial management in the Banjar Regency Government. Input transactions receipts are still done on a cash basis because the understanding of the treasurer of receipts is still on a cash basis, namely receipts transactions are only recorded when cash is received. The calculation of

depreciation expense also cannot be carried out because the existing application system, namely SIPAJA Online, was only upgraded to the latest version in February 2021. In addition, DPPKAD has held socialization related to the online SIPAJA information system at least once before the implementation of the actual-based accounting system. However, this socialization was not followed by the entire community and Information Technology. The Manpower and Transmigration Office also has not done much training for personnel in SKPD regarding the use of the SIPAJA Online information system. So it needs to be improved again in the future.

2. Fishbone Diagram

This is also related to the fishbone diagram to discuss research instruments related to the implementation of public policies. Therefore, the researchers conducted a study on how big the Community Satisfaction Index (IKM) is for services at the Manpower and Transmigration Office, whether it is satisfactory in serving the community or the community is dissatisfied with services to stakeholders related to Sipaja Online.

Based on Edward III's theory above, if it is associated with a fishbone diagram, it is better if a government agency in addition to prioritizing aspects of communication, transmission and resources and agencies. But it also prioritizes aspects of monitoring and evaluation as a supporting factor and an obstacle to the running of a program. The types of policy evaluation according to James Anderson cited by Situmorang (2016), consist of three types, namely:

- Evaluation is a functional activity so it is seen as an activity that is as important as policy.
- Evaluation focuses on the performance of a policy, thus choosing honesty and efficiency in its implementation.
- A systematic policy evaluation that attempts to provide answers to questions about the suitability of the policy with its original objectives, the costs involved and the benefits achieved, and the beneficiaries.

Evaluation has steps, as stated by Edward A. Suchman (in Situmorang, 2016). The following are the steps of policy evaluation: identification of program objectives, problem analysis, description and standardization of activities, measuring at each stage of change, determining the causes that create change, and determining indicators of impact emergence. While the purpose of the evaluation is to provide an understanding of the objectives of a policy, how it is implemented, and what kind of impact it will get. There are three elements that the evaluator must carry out in carrying out the evaluation, namely:

- Explain the policy outputs that are the result of the policy.

- b. Evaluation relates to the ability of policies to fix social problems.
- c. Evaluation relates to each policy consequence in the form of reaction to government action.

Referring to Edward III's opinion regarding the important criteria in supporting factors for policy implementation, four factors can be stated as a source of problems as well as preconditions for the success of the implementation process, namely communication, resources, bureaucratic or implementer attitudes and organizational structure, including bureaucratic work flow. Communication of a program can only be carried out properly if it is clear to the implementers. This concerns the process of delivering information, clarity of information and consistency of information conveyed. Resources, including four components, namely sufficient staff (number and quality), information needed for decision making, sufficient authority to carry out tasks or responsibilities and facilities needed in implementation. The disposition or attitude of the implementer is the implementer's commitment to the program. The bureaucratic structure is based on standard operating procedures that regulate work flow and policy implementation.

The success of the implementation of the Sipaja Online policy or program can also be assessed based on the implementation process (process perspective) and the results achieved (outcome perspective). In the process perspective, a government program is said to be successful if its implementation is in accordance with the instructions and implementation provisions made by the program maker which includes the implementation procedures or procedures, implementing agents, target groups and program benefits.

Meanwhile, in the results perspective, the program is considered successful when the program brings the desired impact. A program may be successful from the point of view of the process, but may fail in terms of the resulting impact, or vice versa. In other words, the implementation of the policy can be considered successful when there has been consistency between the process passed and the results achieved by taking into account the supporting and inhibiting factors that occur in the field.

Policy implementation is needed to see the compliance of the policy target group. Therefore, from a behavioral perspective, the compliance of the target group is an important factor that determines the success of policy implementation. This understanding is in line with the views of Ripley and Franklin (1986: 12) that to support the success of policy implementation it is necessary to be based on three aspects, namely:

- a. The level of bureaucratic compliance with the bureaucracy above it or the level of the bureaucracy, as regulated by law,
- b. The existence of a smooth routine and the absence of problems; as well as
- c. The implementation and the desired impact (benefits) of all Sipaja Online programs can be implemented and are directed towards the future.

CONCLUSION

The conclusions from the results of research that have been carried out are as follows:

1. Implementation of the comprehensive implementation of Sipaja Online is an internal strength in the Office related to the main tasks and implementation. Supported by the value of the Community Satisfaction Index in its implementation which shows very good results. However, it is necessary to improve the performance of services and applications, where technical problems often occur as an inhibiting factor. The need for long-term solutions to pay more attention to job seekers, especially related stakeholders.
2. The success of the implementation of the preparation of the Community Satisfaction Survey as an effort to improve the quality of service units of central and regional government agencies depends on the commitment and sincerity of officials and implementers in each agency and the community who are willing to care about improving the quality of community services.
3. The Achievement Value of the Community Satisfaction Survey from July to September 2021 averaged 85.87, thus the value of the Community Satisfaction Survey on services at the Manpower and Transmigration Office of Banjar Regency was at interval A which means Very Good.

SUGGESTION

The suggestions and recommendations that can be given are as follows:

1. The need to increase training participants and internships, this is because job seekers need to get training facilities and the number of quotas per training can be adjusted to the conditions of the covid-19 pandemic, such as 10 people in one quota.
2. Dissemination of information in the kelurahan is lacking so that if the kelurahan officials are not active, they ask the relevant offices and industry, they do not know about the training and internship activities or work practices held by the Banjar regency office and transmigration.

REFERENCE

- Agustino, L. (2012). *Dasar-Dasar Kebijakan Publik*. Bandung: Alfabeta.
- Ahmad, J. (2015). *Metode Penelitian Administrasi Publik Teori & Aplikasi*. Yogyakarta: Gava Media.

- Idrus, M. (2009). *Metode Penelitian Ilmu Sosial*. Yogyakarta: Erlangga.
- Indiahono, D. (2009). *Kebijakan Publik Berbasis Dinamis Policy Analysis*.
- Israwan. 2009, "Kebijakan Publik", diakses pada tanggal 10 November 2016.
- Kertyawitaradya. (2010). "Implementasi Kebijakan Model C G Edward III" , diakses tanggal 23 Januari 2017.
- Lion, E. (2011). *Metode Penelitian Deskriptif kuantitatif*. Surabaya: Jenggala Pustaka Utama.
- Miles, M.B. dan Huberman, A.M. (2009). *Analisis Data Deskriptif kuantitatif Buku Sumber Tentang Metode-Metode Baru*. Diterjemahkan oleh : Tjetjep Rohendi Rohidi. Jakarta: UIPRESS.
- Nawawi, I. (2009). *Public Policy Analisis, Strategi Advokasi teori dan Praktek*. Surabaya : PMN.
- Pasolong, H. (2014). *Teori Administrasi Publik*. Cetakan Keenam. Bandung : Alfabeta.
- Santosa, P. (2008). *Administrasi Publik Teori dan Aplikasi Good Governance*. Bandung: Refika Aditama.
- Subarsono, A.G. (2011). *Analisis Kebijakan Publik Konsep, Teori dan Aplikasi*. Yogyakarta: Pustaka Pelajar.
- Subarsono, A.G. (2013). *Analisis Kebijakan Publik*. Yogyakarta : Pustaka Pelajar.
- Sugiyono. (2013). *Metode Penelitian Kuantitatif, Deskriptif kuantitatif dan R&D*. Bandung: Alfabeta.
- Suharto, Edi. (2013). *Kebijakan Sosial Sebagai Kebijakan Publik*. Bandung: ALFABETA.
- Tirtariandi, Y. (2012). "Kebijakan Publik yang Partisipatif dan Komunikatif" dalam Jurnal Kebijakan Publik, 3(2), diakses pada tanggal 9 November 2016.
- Wahab, S. A. (2015). *Analisis Kebijakan Publik Dari Formulasi ke Penyusunan Model-Model Implementasi Kebijakan Publik*. Cetakan Ketiga. Jakarta : PT. Bumi Aksara.
- Widodo, J. (2013). *Analisis Kebijakan Publik Konsep dan Aplikasi Analisis Proses Kebijakan Publik*. Malang: Bayu Media
- Winarno, B. (2014). "Kebijakan Publik (Teori, Proses, Dan Studi Kasus)" Jakarta: PT. Buku Seru.